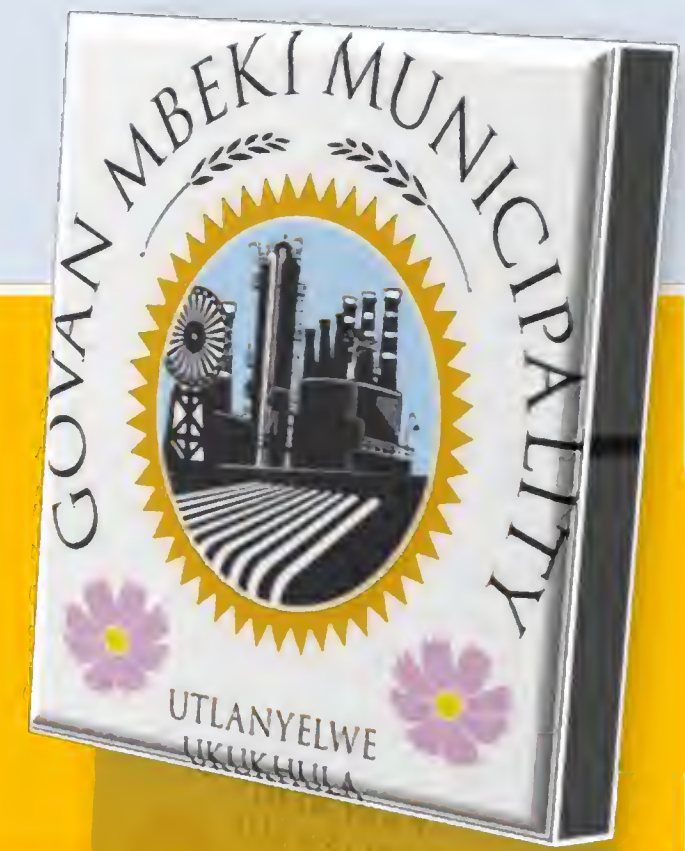


DRAFT ANNUAL REPORT

2011 – 2012 FINANCIAL YEAR



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- ⊕ Acronyms**
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SECTION 1

INTRODUCTION AND OVERVIEW



MEMBERS OF THE MAYORAL COMMITTEE

NAME	POSITION	TELEPHONE	SECRETARY
Masina Lindi	Executive Mayor lindi.m@govanmbeki.gov.za	017 620 6280	Mary Mlotshwa
Gwiji Cyril	Speaker lindi.m@govanmbeki.gov.za	017 620 6218	Lindsay/Ntokozo
Makhaye Sipho Anthony	Chief Whip edward.m@govanmbeki.gov.za	084 700 1514	
Nkosi Ethel	Corporate Services / Public Safety ethel.n@govanmbeki.gov.za	017 620 6070	Zanele Sibanyoni
Khayiyane Mandla	Finance Department		David Mokoena
Mahlangu Sakhile	Environmental Affairs and Tourism okie.m@govanmbeki.gov.za	017 620 6169	Nohlanga James
Nkambule Freddy	Health and Community Services freddy.n@govanmbeki.gov.za	017 620 6205	Zandi Sikhosana
Ngxonono Thandi	Technical and Engineering Services thandi.n@govanmbeki.gov.za	017 620 6033	Ntombi Mahlangu



WARD COUNCILLORS

NAME & SURNAME	POSITION	PARTY	NAME & SURNAME	POSITION	PARTY
Masango July Memory	Ward 1 councillor	ANC Leandra	Makola Mamokgekge Ben	Ward 17 Councillor	ANC Evander
Shongwe Innocent Joseph	Ward 2 councillor	ANC Leandra	Van Huyssteen Nicholaas Cornelius	Ward 18 Councillor	DA Evander
Nzama Philisiwe Gracious	Ward 4 councillor	ANC Embalenhle	Mtsweni Thembinkosi Abram	Ward 19 Councillor	ANC Embalenhle
Denny Timothy Mark	Ward 5 councillor	DA Secunda	Mabena Simon Sondag	Ward 20 Councillor	ANC Embalenhle
Nkabinde Mteta Abel	Ward 6 councillor	ANC Leandra	Van Rooyen Engela Johanna	Ward 21 Councillor	DA Secunda
Vilakazi Elphus Albert	Ward 7 Councillor	ANC Embalenhle	Ndaba Betty Bawinile	Ward 22 Councillor	ANC Bethal
Tsotetsi Thabo Jimson	Ward 8 Councillor	ANC Embalenhle	Ndinisa Bafana Johannes	Ward 23 Councillor	ANC Bethal
Mahlangu Buti Douglas	Ward 9 Councillor	ANC Embalenhle	Masombuka Philile Paulos	Ward 24 Councillor	ANC Bethal
Ndlovu Sesi Johanna	Ward 10 Councillor	ANC Embalenhle	Victor Naomie Sophia	Ward 25 Councillor	DA Secunda
Motaung Anna Dluli	Ward 11 councillor	ANC Embalenhle	Nkosi Nkosinathi Kenneth	Ward 26 Councillor	ANC Bethal
Mathabe Nick Mzwandile	Ward 12 Councillor	ANC Embalenhle	Mtshali Philemon Doctor	Ward 27 Councillor	ANC Bethal
Sibande Elias Stanley	Ward 13 Councillor	ANC Embalenhle	Van Baalen Johannes Andries	Ward 28 Councillor	DA Bethal
Zulu Thandiwe Sesiky	Ward 14 Councillor	ANC Embalenhle	Mtsweni Lucky Johannes	Ward 29 Councillor	ANC Embalenhle
Mtsweni Mabusa Joseph	Ward 15 Councillor	ANC Bethal	Baker Tarnia Elena	Ward 30 Councillor	DA Secunda
Nhlapo Mabula Daniel	Ward 16 Councillor	ANC Kinross	Nkosi Mfanufikile Johan	Ward 31 Councillor	ANC Embalenhle
Mvundla Welcome Linda	Ward 32 Councillor	ANC Embalenhle			



PROPORTIONAL COUNCILLORS

NAME & SURNAME	POSITION	PARTY	NAME & SURNAME	POSITION	PARTY
Masango Sister	PR	ANC Embalenhle	Bosch Piet Retief	PR	DA Secunda
Nompumelelo Zulu	PR	ANC Bethal	Manzi Noluvuyo Ethel	PR	DA Embalenhle
Buthelezi Thamsanqa	PR	ANC Embalenhle	Labuschagne Elisma	PR	DA Secunda
Masina Sophy	PR	ANC Bethal	RM Mahlangu	PR	DA Bethal
Nxumalo Nokuthula	PR	ANC Bethal	Mahlangu S.S	PR	DA Embalenhle
Mkwanazi Zodwa	PR	ANC Leandra	Masombuka S.M	PR	DA Bethal
Ntuli Grace	PR	ANC Leandra	Labuschagne P.J	PR	DA Secunda
Zwane Jabu	PR	ANC Embalenhle	Hendrik Badenhorst	PR	DA Secunda
Mngomezulu Musa	PR	ANC Bethal	Van Tonder Dirk	PR	VF Secunda
Mzinyane Thandiwe	PR	ANC Leandra	Pretorius Roelf	PR	COPE Trichardt
Sibongile Mayisa	PR	ANC Leandra	Lekoloane M.L	PR	DA Embalenhle
Majozi Nonceba	PR	ANC Embalenhle	Van de Berg Piet	PR	DA Secunda



GENERAL INFORMATION**GRADING OF LOCAL AUTHORITY****GRADE 4****AUDITORS****AUDITOR GENERAL****BANKERS****ABSA BANK****REGISTERED OFFICE**

**GOVAN MBEKI MUNICIPALITY
CIVIC CENTRE
LURGI SQUARE
SECUNDA CBD
SECUNDA
2302**

**PRIVATE BAG X 1017
SECUNDA
2302**

TELEPHONE**017 620 6000 (HEAD OFFICE)****FACSIMILE****017 634 8019****WEBSITE / E-MAIL**

www.govanmbeki.gov.za / gbrecords@govanmbeki.gov.za



SENIOR MANAGEMENT

NAME	DEPARTMENT	TELEPHONE	SECRETARY
Mr. Mahlangu, MF	Municipal Manager office.mm@govanmbeki.gov.za	017 620 6279	Lynette Mahlangu
Mr Maseko, E N	Corporate Services elliott.m@govanmbeki.gov.za	017 620 6003	Marie-Louise van Schaik
Mr. Sihlali, K (Acting)	Health and Community Services king.s@govanmbeki.gov.za	017 620 6284	Nomkhosi Gumbi
Mr. Miya, D (Acting)	Technical and Engineering Services december.m@govanmbeki.gov.za	017 620 6012	Patricia Sekaledi
M/s Zikalala, S S	Environmental Affairs and Tourism sibongile.z@govanmbeki.gov.za	017 620 6209	Angelique Badenhorst
M/s Mthethwa, K	Public Safety kgomotso.a@govanmbeki.gov.za	017 620 6166	Sibongile Mthimunye
Mr. Mokgatsi, J	Chief Financial Officer johnny.m@govanmbeki.gov.za	017 620 6274	Linda Van der Berg



VISION

A MODEL CITY AND CENTRE OF EXCELLENCE

MISSION

**Promote Creativity, Prosperity, Learning, Growth, Vibrancy,
Cultural Diversity and a Bright Future for All**



ACRONYMS

A-G	:	AUDITOR GENERAL
ACDP	:	AFRICAN CHRISTIAN DEMOCRATIC PARTY
ANC	:	AFRICAN NATIONAL CONGRESS
CEO	:	CHIEF EXECUTIVE OFFICER
CRR	:	CAPITAL REPLACEMENT RESERVE
DA	:	DEMOCRATIC ALLIANCE
DORA	:	DIVISION OF REVENUE ACT
DME	:	DEPARTMENT OF MINERALS AND ENERGY
DRP	:	DISASTER RECOVERY PLAN
DPLG	:	DEPARTMENT OF PROVINCIAL AND LOCAL GOVERNMENT
EMC	:	EXECUTIVE MAYORAL COMMITTEE
FFPLUS	:	FREEDOM FRONT PLUS
FMG	:	FINANCIAL MANAGEMENT GRANT
GAAP	:	GENERALLY ACCEPTED ACCOUNTING PRINCIPLES
GAMAP	:	GENERAL ACCEPTED MUNICIPAL ACCOUNTING PRACTICE
GRAP	:	GENERALLY RECOGNISED ACCOUNTING PRACTICE
ICT	:	INCORMATION AND COMMUNICATION TECHNOLOGY
IFP	:	INKATHA FREEDOM PARTY
IT	:	INFORMATION TECHNOLOGY
LDM	:	LOCAL DISTRICT MUNICIPALITY
LED	:	LOCAL ECONOMIC DEVELOPMENT
MFMA	:	MUNICIPAL FINANCE MANAGEMENT ACT
MIG	:	MUNICIPAL INFRASTRUCTURE GRANT
MMC	:	MEMBER OF MAYORAL COMMITTEE
MSIG	:	MUNICIPAL SYSTEMS IMPROVEMENT GRANT
NHBRC	:	NATIONAL HOME BUILDERS REGULATING COUNCIL
OHASA	:	OCCUPATIONAL HEALTH AND SAFETY ACT
PAC	:	PAN AFRICAN CONGRESS
PAYE	:	PAY AS YOU EARN
PHP	:	PEOPLE'S HOUSING PROCESS
PMTCT	:	PREVENTION OF MOTHER TO CHILD TRANSMISSION
PR	:	PROPORTIONAL REPRESENTATIVE
REDS	:	REGIONAL ELECTRICITY DISTRIBUTION SUPPLIERS
SALGA	:	SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
SCM	:	SUPPLY CHAIN MANAGEMENT
SDF	:	SPATIAL DEVELOPMENT FRAMEWORK
SEJACUFE	:	SECUNDA JAZZ AND CULTURAL FESTIVAL
SETA	:	SECTOR EDUCATION AND TRAINING AUTHORITY
STI's	:	SEXUALLY TRANSMITTED INFECTIONS / ILLNESSES
SPCA	:	SOUTH AFRICAN PREVENTION CRUELTY TO ANIMALS



FOREWORD: EXECUTIVE MAYOR, HER EXCELLENCY LL MASINA ANNUAL REPORT: GOVAN MBEKI MUNICIPALITY

We are of the firm view that despite all the challenges that we continue to grapple with, the Govan Mbeki Municipality is on a right course to turn the tide around. We have witnessed serious progress in the stabilization of our systems especially our financial systems and both Political and Administrative wings are serious about doing things in a different way. We have approved a powerful and people-oriented BUDGET whose main objective is to intensify service delivery to our people in line with our Integrated Development Plan which is our service delivery and infrastructure development COMPASS. After assuming office in 2011, we have declared 2012 as the year of aggressive implementation of the IDP Document in order to accelerate service delivery to our people. This declaration is informed by the spirit of the Dawn of the New Age which simply means that we must do things differently in an optimal and maximal manner to intensify service delivery.

The aggressive implementation of the IDP should ensure that the lives of the people do change for the better in line with the Manifesto of the Ruling Party which emphasizes the following fundamentals:

- Enhance and promote job creation initiatives.
- Implement the local economic development strategy of the municipality through the revitalization of CBDs, Industrial Parks, and Industrial Zones.
- Embark on a massive S'hamba Sonke (walking together) Programme which will use Labour Intensive methods of roads construction and maintenance, including a massive pothole patching programme.
- Expand Public Works and Youth Development Programme.
- Support small enterprises, co-operatives and informal sector with non-financial and financial means.
- Provide a percentage of procurement for local co-operatives.
- Ensure that the climate change strategy is in place, including promoting local energy-saving campaigns.
- Ensure that the municipality's funded vacant posts are filled.
- Expand home, community and institutional food gardens which will be supported as a means of promoting food production, food security and enhancing sustainable livelihoods.
- Ensure that the Local Jobs summit's resolutions are implemented to build local economies.

Working together with our communities, these fundamentals will definitely be achieved and genuine change in the lives of our people will be seen in a tangible way. We dare not fail to accomplish this noble mission. I therefore call upon everyone to roll their sleeves and ensure that the GMM IDP Document is implemented despite the gigantic challenges that we continue to grapple with on a daily basis.

All HANDS ON DECK!!!!!!!!!!!!

I thank you.

Cllr. LL Masina
Executive Mayor



FOREWORD BY THE MUNICIPAL MANAGER

It has been a privilege and an honor for the management of Govan Mbeki Local Municipality to have acted as midwife in ushering-in the start of the current political term of office, two months before the start of the 2011/2012 financial year. It was a seamless transition which was managed professionally by our officials; thus enabling our new political principals to hit the ground running. The Executive Mayor of Govan Mbeki local Municipality has coined the current political term as the DAWN of the NEW AGE; meaning that we have to do things differently henceforth. Simply put, the NEW AGE is Business Unusual.

This 2010/11 Annual Report captures the coverage to which the Municipality has responded to the requests and prospects of our communities, and how we have managed the improvement of our area. It should therefore be seen as putting into effect the responsibility of being answerable to the Municipal Council and people of the Govan Mbeki Local Municipality. We thus endeavor to explain and quantify the Municipality's developmental activities for the period under review.

As we move into the 2012/13 financial year, more exertion is not spared in improving municipal presentation, and will be able to post better outcomes which will make a dent on the under-development in most of our towns. Management commits itself to work diligently in implementing the resolutions of council and to work closely with all the stakeholders to put Govan Mbeki Local Municipality in a new developmental course.

I therefore present this 2011/2012 Annual Report for your consideration.

Regards

Mr M.F Mahlangu
MUNICIPAL MANAGER



SECTION 2

PERFORMANCE HIGHLIGHTS



2.1	Water Backlog (6kl per month)	Required	Budgeted	Actual
2.1.1	Backlog to be eliminated (no. of households NOT receiving minimum standards of service)	-	-	-
2.1.2	Backlog to be eliminated (percentage HH identified as backlog / total HH in the municipality)	-	-	-
2.1.3	Total spending to eliminate backlogs (R'000)	-	-	-
2.1.4	Spending on maintenance to ensure no new backlogs are created (R'000)	R4,000,000.00	R4,000,000.00	3,394,592.66
2.2	Sanitation Backlog	Required	Budgeted	Actual
2.2.1	Backlog to be eliminated (no. of households NOT receiving minimum standards of service)	896	500	465
2.2.2	Backlog to be eliminated (percentage HH identified as backlog / total HH in the municipality)	1.01%	0.57%	0.53%
2.2.3	Total spending to eliminate backlogs (R'000)	6,843,038.00	6,843,038.00	6,963,002.21
2.2.4	Spending on maintenance to ensure no new backlogs are created (R'000)	4,000,000.00	3,200,000.00	3,104,596.00
2.3	Electricity Backlog	Required	Budgeted	Actual
2.3.1	Backlog to be eliminated (no. of households)	2696	218	0
2.3.2	Backlog to be eliminated (percentage HH identified as backlog/total HH in the municipality)	3.1%	0.25%	0
2.3.3	Total spending to eliminate backlogs (R'000)			
2.3.4	Spending on maintenance to ensure no new backlogs are created (R'000)	R21,568,000.00	R1,744,000.00	R 9, 759, 907.00
2.4	Roads backlog	Required	Budgeted	Actual
2.4.1	Backlog to be eliminated (no. of kms NOT received minimum standards of service)	410km	6.7km	6.7
2.4.2	Backlog to be eliminated (percentage HH identified as backlog/total HH in the municipality)	84.7km	1.4km	1.4
2.4.3	Total spending on maintenance to ensure no new backlogs are created (R'000)	1.7 billion rands	R 16.879,539.00	R 16.879,539.00
2.4.4	Spending on maintenance to ensure no backlogs are created (R'000)	R 20M	R 10M	R 2M



DEPARTMENTAL REPORTS



SECTION 3

CORPORATE SERVICES DEPARTMENT



ADMINISTRATION SERVICES

MEASURABLE OBJECTIVE	PERFORMANCE MEASURE	PERFORMANCE TARGETS				DEVIATION		REASON FOR DEVIATION
		2009/10	2010/ 11	2011/12		Unit	%	
				Target	Actual			
To promote sound and good governance	Executive Mayor’s Meetings were held fortnightly.	14	14	24	14	10	42%	<u>In July-Sept 2011:</u> 3 meetings were postponed due to various Local Government Councillors trainings and meetings that were held on the same dates
								<u>In Oct-Dec 2011,</u> 3 meetings were postponed due to various Local Government Councillors trainings and meetings that were held on the same dates
								<u>In Jan -March 2012:</u> 2 meetings were postponed due to other Local Government Commitments
								<u>In April –June 2012:</u> 2 meetings were postponed due to other Local Government Commitments



Council meetings were held quarterly in 2011	6	8	6	8	+4		4 Extraordinary Council Meetings were held
Municipal Public Account Committee	8	4	4	4	0		N/A
MPA Subcommittee on Improved and Sustainable Financial Management	0	8	4	8	+4	150 %	2 Extraordinary meetings were held
MPA Subcommittee on Town Planning	1	0	4	0	0		Meetings could not sit because the Town planning Committee was awaiting training to be conducted.
MPA Subcommittee on Democracy and Good Governance	0	5	6	5	1	17%	1 Meeting didn't form a quorum
MPA Subcommittee on Infrastructure Development	0	6	6	6	0		N/A
MPA Subcommittee on Institutional Transformation	0	5	6	5	1	17%	1 Meeting didn't form a quorum
MPA Subcommittee on Urban & Socio Economic Development	0	3	6	3	3	50%	Meeting could not sit due to unavailability of the chairperson
Audit Committee meetings are scheduled and held quarterly	2	2	4	2	2	50%	Committee members were changed
Rules Committee meetings are scheduled and held on ad-hoc basis	0	1	1	1			N/A
Risk Management Committee meetings are held quarterly	0	2	4	2	2	50%	No reason was provided for the non-sitting of the meetings



To ensure proper & efficient records and archive services	All mail (incoming & outgoing) is properly managed	Mail received 3470 Mail Sent 14111	Mail received 8139 Mail Sent 22245	Not planned	Mail received 8139 Mail sent 22245	0	0%	N/A
To support the public participation process in the Speakers' Office	All public participation meetings and consultations are organized on request from Speaker's Office	208	311	311	311			N/A
To supply reprographic service	Machines maintained continuously	96	99	142	99 New 42 Old			N/A
To ensure efficient telecommunications	Upgrade and maintain telephone system for head office and regional offices	Installation to 10 sites completed	2 sites installed	2	2		%	Evander delayed due to BRI not installed by Telkom
	Reduce telephone expenses	20% reduction achieved		Reduce telephone bill by 20%	Achieved	N/A	0%	Implementation of call restriction increased savings by 20%



Upgrade and refurbishment of the Bethal Council Chamber	Modern chamber with latest technology	0	0	2 phases	0	2	100 %	Phase 1 & 2 not finalized due to unfavorable cash flow status of the Municipality (funds were redirected to buy furniture for the eMzinoni fire station
Development, reviewal and implementation of Policies	(i) Telephone Policy –Revised and approved through resolution A56/11/2011							
	(ii) Reprographic Policy- new policy and approved through resolution A12/03/2012							
	(iii) File Plan-Revised							
	(iv) Records Management Policy-New Policy A13/03/2012							
	(v) Records procedure manual- new and approved through resolution A13/03/2012	1	5	5	5			N/A



HUMAN RESOURCES -
EMPLOYEE RELATED COSTS AS AT 30 JUNE 2012

	MM	Council	Corporate	Health	Pub Safety	Finance	TES	DEAT	Totals
Bonus	109,365	157,785	758,496	2,295,956	2,084,430	1,475,676	3,867,172	5,595,535	16,344,415
Standby Allowance	-		31,742	106,886	2,210,169	70,562	2,325,047	2,407,030	7,151,436
Medical Aid Contribution	121,079	205,060	953,897	2,833,734	2,822,476	1,852,512	4,681,327	6,521,664	19,991,749
Overtime	2,561	145,246	238,678	2,830,249	1,930,503	1,253,925	11,488,529	12,605,065	30,494,756
Pension Fund Contribution	421,878	42,707,497	2,093,636	5,466,870	5,690,911	4,035,612	10,205,822	14,983,715	85,605,941
Uniforms	-	-	7,188			-	670	-	7,858
Salaries	2,044,456	2,124,980	10,320,337	24,838,074	27,111,893	18,708,342	47,086,262	69,593,401	201,827,745
NPA	339,260	484,422	2,285,231	6,256,748	6,338,438	4,503,869	11,631,834	16,915,784	48,755,586
Housing Subsidy	17,540	18,792	108,552	88,749	143,293	172,976	95,474	176,888	822,264
Housing Allowance	-	18,792	3,000	2,480	6,000		107	107	30,486
Group Pension Fund	22,304	38,754	153,619	380,750	445,337	337,572	658,879	919,368	2,956,583
UIF Contribution	9,858	19,166	82,889	317,022	269,846	195,030	600,738	866,540	2,361,089
Industrial Council Levy	258	644	2,776	13,837	8,979	6,359	23,432	34,817	91,102
Sell of leave days	-								-
Interest Subsidy	-								-
Travelling allowance	405,105	232,732	1,127,601	1,415,219	4,149,723	827,075	1,915,768	2,636,592	12,709,815
Current service cost	-								-
Interest cost	-								-
Acturial losses									-
Totals	3,493,664	46,153,870	18,167,642	46,846,574	53,211,998	33,439,510	94,581,061	133,256,506	429,150,825



INDUSTRIAL RELATIONS

MEASURABLE OBJECTIVE	PERFORMANCE MEASURE	PERFORMANCE TARGETS				DEVIATION		REASON FOR DEVIATION
		2009/10	2010/11	2011/12		Unit	%	
				Target	Actual			
To ensure that discipline is properly maintained across the organization	All reported cases are heard and dealt with accordingly	21 cases reported and appropriate sanctions imposed	18 Cases reported 10 cases heard and the appropriate sanctions imposed 0 cases were dropped 5 cases were referred back for handling by the Department 3 cases were postponed	4 cases heard and appropriate sanctions imposed	0 cases were dropped 1 case was referred back for handling by the Department 2 cases were postponed. Awaiting the chairperson's ruling 1 resignation pending hearing	0	0%	N/A
To defend all labour disputes referred for external dispute resolution i.e. Conciliation and/or Arbitration at the South African Local Government Bargaining Council (SALGBC)	Reduce labour disputes	4 cases referred for conciliation	(9) cases referred for conciliation (3) Cases waiting outcome. (1) case finalized in favour of the employer (1) case settled (2) employees compensated (2) cases taken for review	8	(3) cases awaiting outcome (0) cases finalized in favour of the employer. (1) Settlement (1) Decided on the employees favour (1) Case taken for resignation matter was rescinded	0	%	N/A
To resolve all reported Labour Court cases	To resolve all matters	1 case	1 labour court case	1 labour court case	1			
To create harmonious work environment between internal stakeholders for a conducive environment to attainment the objectives of the organization with less difficulties	Hold monthly Local Labour Forum meetings	Target 12 (4 held)						



HUMAN RESOURCES POLICIES

MEASURABLE OBJECTIVE	PERFORMANCE MEASURE	PERFORMANCE TARGETS				DEVIATION		REASON FOR DEVIATION
		2009/10	20010/11	2011/2012		Unit	%	
				Target	Actual			
To develop Human Resource Policies	The following Human Resource Policies were developed and reviewed: 1. Recruitment & Selection 2. Employment Equity 3. Leave 4. Drug & Substance Abuse 5. Training & Development 6. Funeral Assistance 7. Bursary 8. Dress Code 9. Talent & Retention Strategy 10. Internship & Volunteer 11. Disability 12. Sexual Harassment 13. Salaries & Allowances 14. Performance Management 15. Employee Assistance Programme	9	15	15	All nine (9) approved HR policies currently under review: 1. Recruitment & Selection 2. Employment Equity 3. Leave 4. Drug & Substance Abuse 5. Training & Development 6. Employee Assistance Programme Policy 7. Sexual Harassment 8. Dress Code Policy 9. Funeral Assistance Following four (4) policies in draft stages & under discussion: 1. Staff transfer policy 2. Overtime Policy 3. Acting Policy 4. Travelling Allowance Policy Policies to developed: 1. Remuneration & Allowance Policy 2. Staff Retention Policy	6	40%	Internal Consultation processes causing delays.



INJURIES ON DUTY – 01 JULY 2011 TO 30 JUNE 2012

DEPARTMENT	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL PER DEPT
Corporate Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Finance	0	0	0	1	0	0	1	0	0	0	0	0	2
Health & Community	1	0	1	0	5	5	2	0	1	1	0	1	17
Public Safety	0	2	1	1	0	0	0	0	0	1	2	2	9
Technical & Engineering	2	3	3	3	0	0	3	4	0	2	0	0	20
Environmental Affairs & Tourism	1	0	0	2	1	1	0	0	0	2	1	0	8
TOTALS/MONTH	4	5	5	7	6	6	6	4	1	6	3	3	
GRAND TOTAL													56



DISCIPLINARY CASES

TOTAL CASES	OUTCOMES	NO
08	: Dismissals	2
	: Suspended dismissals	0
	: Written warnings	2
	: Acquittals	0
	- Cases referred back to departments	1
	- Cases postponed for future dates	2
	-Resignation Pending Hearing	1

SUMMARY OF EXITS

REASON	TOTAL NUMBER		COMMENT
	2010/11	2011/12	
Retirements	26	25	The reduction increase is due to the 43 transferred PHC Employees to Provincial Government. Without including the transfers, the exits have reduced from 84 to 72.
Deaths	30	18	
Dismissals	5	2	
Resignations	22	22	
Medical disability	1	0	
Expired Contracts	0	5	
Transfers	0	43	
TOTAL:	84	115	



EMPLOYMENT EQUITY REPORT

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	3				2						5
Senior management	22		1	1	6			1			31
Professionally qualified and experienced specialists and mid-management	47	1		9	36	1		24			118
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	65	1		33	53	3	1	34			189
Semi-skilled and discretionary decision making	194	2		12	185	2	5	7			407
Unskilled and defined decision making	418	1		2	290			2			713
TOTAL PERMANENT	749	4	1	57	572	6	6	68			1463
Temporary employees	17				29	1		1			46
GRAND TOTAL	766	4	1	57	601	7	6	69			1511



TRAINING REPORT

FOR THE PERIOD: **July 2011- June 2012**

NAME: **Duduzile Maseko (Acting Skills Development Facilitator)**

SECTION / DEPARTMENT: **CORPORATE SERVICES (Section Human Resources)**

The undermentioned trainings interventions were implemented during the period indicated above

DATE	COURSE	SERVICE PROVIDER	DURATION	NUMBER OF PARTICIPANTS	AMOUNT
07/07/2011	HR Management	Damelin	4 months	One (1)	R 7 700.00
03/07/2011	Project Management	Damelin	10 days	Three (3)	R 23 940.00
20/07 - 22/07/2011	Leadership Development for Women	Intelligence Transfer Centre	3 days	Ten (10)	R 91 190.88
24/08 - 26/08/2011	Effective Records & Document Management System	Princeley Knowledge Consulting	3 days	Nine (9)	R 76 847.40
22/08 - 24/08/2011	Presiding Officers Training		3 days	Four (4)	Funded by SALGA
05/09 - 08/09/2011 & 31/10 - 03/11/2011	Auto CAD Training	Injineli Consulting (Pty) Ltd	6 days	One (1)	R 8 892.00
29/06 - 01/07/2011	Labour Law Conference	Lexis Nexis	3 days	Four (4)	R 24 750.03
31/08 - 02/09/2011	Effective Policy Development and Implementation	Harvard Training Institute	3 days	Four (4)	R 31 915.44
11/09 - 14/09/2011	GOVTECH	SITA (PTY) Ltd	5 days	Four (4)	R 23 653.01
Sub-totals				40	R288 888.76



DATE	COURSE	SERVICE PROVIDER	DURATION	NUMBER OF PARTICIPANTS	AMOUNT
06/09 - 07/09/2011	Skills Development Summit	Achiever	2 days	Three (3)	R 18 000.00
19/09 - 21/09/2011	Records Management Conference	Lexis Nexis	3 days	Two (2)	R 5 000.00
31/08 – 03/09/2011	Employment Equity Training	Lexis Nexis	2 days	One (1)	R 4 548.60
20-21/09/2011	SLP & LED Master Class	Intelligence Transfer Centre cc	2 days	Three (3)	R 27 356.58
02/2011 – 10/2011	National Certificate in Municipal Governance	University of Johannesburg	10 months	One (1) – GMM Two (2) - LGSETA	R 23 000.00 R 46 000.00
04/10 - 07/10/2011	HR Africa Conference	IIR South Africa BV	4 days	Four (4)	R 50 155.44
06/10/2011	Training for Training Committee	Vulindlela Human Performance Technology cc	1 day	Fifteen (15)	R 27 000.00
TOTAL				71	R489 949.38



TRAINING REPORT - COUNCILLORS

Trainings Interventions Implemented 2011/2012 are as follows

DATE	COURSE	SERVICE PROVIDER	DURATION	NUMBER OF PARTICIPANTS	AMOUNT
20-22/07/2011	Leadership Development for women	Intelligence Transfer Centre	3 days	Two (02)	R18 238.16
04-07/10/2011	HR Africa Conference	IIR South Africa BV	4 days	One (01)	R12 538.44
06/10/2011	Training for Training Committee	Vulindlela Human Performance Technology cc	1 day	Seven (07)	R12 600.00
29/08/2011-4/05/2012	CPLD	Wits Business School	8 months	Two (02)	R76 000.00
March –Oct 2012	NCMG	University of Johannesburg	10 months	Six (6)	Funded by LGSETA
12-16/03/2012	IDP	SAIL	5 days	Four (04)	Funded by SALGA
29/03/2012	Town Planning Hearing committee	Philip Meyer	1 day	Three (03)	R6 499.60
5-7/06/2012	LLF Training	SALGBC	3 days	Two(02)	Funded by SALGA
Total				23	R113 276.20



IT SERVICES 2011/12

MEASURABLE OBJECTIVE	PERFORMANCE MEASURE	PERFORMANCE TARGETS				DEVIATION FROM TARGET		REASONS
		2009/10	2010/11	Target	Actual	Unit	%	
To ensure licensing of Software	All Microsoft software licensed	40	40	400	340	60	15	
	All Antivirus packages licensed	150	175	400	240	160	40%	Budget Constrains
	All Symantec Backup Exec Licensed	2	2	4	4	0	0%	
	All CAL licenses paid for	10	10	400	40	360	90%	Budget Constrains
To implement a VIOP WAN in order to save costs on call between Municipal Offices	Install Voice over Ip router and router all telephony calls between Municipal Offices	0	0	24	24	0	0%	
Improve Municipal Infrastructure on the intranet and internet services for council chamber users	Create a radio wireless network at the council chambers for email, internet, munadmin, GIS and financial system applications.	0	24	80 Laptop connectivity using 8.11 Wifi	80	0	0%	



Upgrade and Develop a new Municipal website and populate it with all compliance documents as well as Service delivery indicators	Web Site made to be informative for all public participation programmes and Annual Budget, Report, Valuation roll and tenders advertised on the website.	16	20	35	30	5	20%	Supply Chain needs to be populated with tender Registers
Upgrade the pre-payment electricity system to online database.	Implement the Online centralized prepayment system in all Municipal pay points	0	0	24	24	0	0%	
To establish a security and virus-free network.	Procure a new antivirus program and install it on all municipal computer sites	150	215	400	372	28	7%	
Link all Municipal offices to the Main office in order to provide the same technology solutions in all municipal offices	Eendricht Leandra TES offices	12	1	2	2	0	100%	



LEGAL AND PROPERTIES SERVICES

MEASURABLE OBJECTIVE	PERFORMANCE MEASURE	PERFORMANCE TARGETS				DEVIATION		REASON FOR DEVIATION
		2009/10	2010/11	Target	Actual	Unit	%	
To finalise all appeals emanating from the general municipal valuations in terms of MPRA for the period 2008 – 2012	To finalize all appeals in terms of MPRA	147	448	Not determined	147	0	0%	N/A
To ensure that supplementary valuations are carried out in terms of the MPRA	Provisional supplementary Valuation Roll 2008/9 in terms of MPRA	3660	3256	Not determined	3660	0	0%	N/A
Ensure alienation of municipal property takes place	Alienation of municipal properties	89	928	Not determined	151	0	0%	N/A
To ensure proper handling of cases and protection of Council's interest	Cases successfully defended	53	65 (18 finalized)	Not determined	102 (38 finalized)	38	38.76%	N/A
To ensure drafting and management of contracts	Contracts drafted to safeguarded municipal interests	103	205	Not determined	159	0	0%	N/A



SECTION 4

TECHNICAL AND ENGINEERING DEPARTMENT

PERFORMANCE HIGHLIGHTS



PROJECTS MANAGEMENT UNIT

MEASURABLE OBJECTIVE	PERFORMANCE MEASURE / SERVICE DELIVERY INDICATORS	PERFORMANCE TARGETS		DEVIATION FROM TARGET		REASON FOR DEVIATION
		Target 2011/12	Actual 2011/12	Unit	%	
Fencing of reservoirs and pump stations	Secured municipal property	10	10	0	0	No deviation. All identified reservoirs and pump station fenced
Fencing of cemeteries in GMM	Secured municipal property	4	4	0	0	No deviation. All identified cemeteries fenced
Fencing of Municipal Buildings	Secured municipal property	5	4	0	0	No deviation. All identified municipal buildings fenced
Eradication of Gravel roads in Embalenhle ext 15 (road 21)	Paved and trafficable roads	390m	390m	0	0	No deviation.
Eradication of Gravel roads in Embalenhle ext 12 (road 32)	Paved and trafficable roads	260m	260m	0	0	No deviation.
Eradication of Gravel roads in Embalenhle ext 14 (Umhlabamnzima)	Paved and trafficable roads	600m	600m	0	0	No deviation.
Eradication of Gravel roads in Embalenhle (Joe Makhubu)	Paved and trafficable roads	450m	450m	0	0	No deviation.
Eradication of Gravel roads in Emzinoni (Victor Khayiyane Street)	Paved and trafficable roads	500m	500m	0	0	No deviation.
Eradication of Gravel roads in Kinross ext 25 (Gardenia road)	Paved and trafficable roads	800m	800m	0	0	No deviation.



Renovation of Emzinoni Thusong Centre	Renovated and fully functional center	1	0	1	100	Challenges in approval of Site Development Plan and Building Plans. Slow response by consultant on information requested.
Construction of Sports and Recreation Multi-purpose center in eMzinoni	Constructed multipurpose center	1	0	1	100	Challenges in approval of Site Development Plan and Building Plans. Slow response by consultant on information requested.
Construction of Regional Park in Lebohang	Constructed park	1	0	1	100	Land identified on private property. Alternative site identified at the end of financial year
Construction of Regional Park in Emzinoni	Constructed park	1	0	1	100	Challenges in approval of Site Development Plan and Building Plans. Slow response by consultant on information requested.
Conversion of VIP toilets in Kinross ext 25	Flushing toilets	142 unit	0	142 units	100	Appointment of consultant concluded late. Slow procurement process
Conversion of VIP toilets in Embalenhle ext 18	Flushing toilets	110 units	28 units	82 units	0	Slow procurement of contractor. Only 28 toilets converted at end June 2012
Provision of full waterborne sewer in Emzinoni	Flushing toilets					Appointment of consultant concluded late. Slow procurement process.
New road in Emzinoni ext 5	Paved and trafficable roads	2000m	0	2000m	100	Slow procurement of contractor. Only road layer works(2000m) completed at end June 2012
New road in Embalenhle ext 16	Paved and trafficable roads	2000m	0	2000m	100	Slow procurement of contractor. Only site establishment completed at end June 2012
Rehabilitation of Albert Luthuli drive in Embalenhle (phase 1)	Paved and trafficable roads	500m	500m	0	0	Challenges on construction drawings resulting in delays. Slow processing of payments by consultants and late payment of suppliers resulting in further delays.



ELECTRICITY PROJECTS (PMU)

MEASURABLE OBJECTIVES	PERFORMANCE MEASURE / SERVICE DELIVERY INDICATORS	PERFORMANCE TARGETS		DEVIATION FROM TARGET		REASON FOR DEVIATION
		Target 2011/2012	Actual 2011/12	Unit	%	
Electrification of houses in eMbalenhle Ext 22	Electrified houses	589	589	0	0	No deviation.
Installation of streetlights lighting in Leandra	To install streetlights in Leandra – Main road (R50) toward Standerton	110	100	0	0	No deviation.



ELECTRICAL SECTION

MEASURABLE OBJECTIVES	PERFORMANCE MEASURE / SERVICE DELIVERY INDICATORS	PERFORMANCE TARGETS				DEVIATION FROM TARGET		
		2009/10	2010/11	2011/12		Unit	%	
				Target	Actual			
To electrify houses in Kinross	To install new electricity network in and Kinross ext 21	0	0	139	75	64	46	The project will continue after: 1.Water and sewer project is completed. 2. The allocation of beneficiaries by Housing section.
To electrify houses in eMzinoni EXT.13	To install new electricity network in eMzinoni ext 13	0	0	314	250	64	20	Number of RDP structures on site cannot make up the number of connections to be made. Housing section will forward the list of completed houses so that the connections can be made.
To provide public lighting in Zone 3	To install high masts in eMbalenhle(6) and Charl Cilliers (1)	0	0	7	7	0	0	Completed in 2010



MEASURABLE OBJECTIVES	PERFORMANCE MEASURE / SERVICE DELIVERY INDICATORS	PERFORMANCE TARGETS				DEVIATION FROM TARGET		
		2009/10	2010/11	2011/12		Unit	%	
				Target	Actual			
To provide public lighting in GMM	To install high masts in eMbalenhle (4) and eMzinoni (4)	0	0	8	8	0	0	Completed in August 2011
To electrify farm household	To electrify farm household at Naudesfontein	0	0	80	0	80	100	Awaiting Eskom’s approval
To electrify farm household	To electrify farm household at Leeupan	0	0	26	0	26	100	Awaiting Eskom’s approval
To electrify farm household	To electrify farm household at Eerstegeluk	0	0	2	0	2	100	Awaiting Eskom’s approval
To electrify houses in eMbalenhle Ext 22- Phase 1	To electrify household at eMbalenhle Ext 22	0	0	1398	1398	0	0	Completed in August 2011
To provide public lighting in Leandra	To install streetlights in Leandra – Main road (R50) toward Standerton	0	0	44	44	0	0	Completed in 2010
To provide public lighting en eMbalenhle	To install streetlights in eMbalenhle – Main Road	0	0	66	66	0	0	Completed in 2010



To electrify farm household	To electrify farm household at Faith Hills Estate	0	0	11	0	11	100	Awaiting Eskom's approval
To electrify farm household	To electrify farm household at Kaalaste	0	0	12	0	12	100	Awaiting Eskom's approval
To electrify farm household	To electrify farm household at Witrand 1&2	0	0	41	0	41	100	Awaiting Eskom's approval
To electrify farm household	To electrify farm household at Kalabasfontein	0	0	17	0	17	100	Awaiting Eskom's approval
To electrify farm household	To electrify farm household at Palmentfontein	0	0	9	0	9	100	Awaiting Eskom's approval
To electrify farm household	To electrify farm household at Blinkwater	0	0	20	0	20	100	Awaiting Eskom's approval
To electrify houses in eMbalenhle Ext 22- Phase 2	To electrify household at eMbalenhle Ext 22	0	0	589	0	1589	100	Completed in June 2012



SECTION 4



WATER AND SEWER

MEASURABLE OBJECTIVE	PERFORMANCE MEASURE / SERVICE DELIVERY INDICATORS	PERFORMANCE TARGETS				DEVIATION FROM TARGET		REASON FOR DEVIATION
		2009/10	2010/12	Target	Actual	Unit	%	
Replace 110mm dia to 160mm dia pipe at Lebohang RDP	New sewer pipeline and sewer manholes		1500m	54m		1446	3.6%	110mm sewer pipe were replaced but only for 54m long due to budget constraints
Upgrading electric panel (Lebohang Main PS) –replace contactor, relays, sensor	Functional and safe electric panels		1 x electric panel	1 x electric panel		0	0%	Upgraded electric panel –replaced contactor, relays and sensor
Upgrading of sewer pipe (100mm = 6m) work at Voortrekker PS	Functional pump station		6m	0m		6m	100%	Due to cost curtailment factor
Install 40 x sewer house connections at Embalenhle	Proper sanitation		40	20		20	50%	Completed 20 sewer house connections Sewer house connections to be done on 2012/13 fy



Construction of sewer pipeline (160mm-1km) from Kinross Dry cleaners PS existing sewer manholes	Upgraded sewer pipeline Reduce sewer leakages		1km	0km		1km	100%	Completed scope of work Delay due to cost curtailment
Upgrade electric panel at sludge pump station- Bethal WWTP	Functional and safe electric panels		1 x electric panel	0		1 x electric panel	100%	The Service Provider was recommended to upgrade electric panel at Bethal approved by CFO. To be re-advertised on 2012/13WWTP, it was not
Construction of 4 x additional drying beds at Leandra WWTP	Efficient drying beds		4	0		4	100%	Not done due to cost curtailment
Repairs and maintenance of meters (5) Calibration of flow meters at six WWTP's (12)	Accurate flow records		5 12	0 7		5 5	100 42%	Not done due to cost curtailment Calibrated flow meters, others not calibrated due to the need for repairs



Upgrade electric panels at Bethal Rand reservoir, ext 5 Bethal reservoir	Functional electric panels Reduce water interruptions		2 x electric panels	1 x electric panel		1 x electric panel	50%	RFQ document to upgrade ext 5 Bethal reservoir -presented to Bid Specification and submitted to Finance Department, was delayed for signatures-to revise dates Upgraded Bethal Rand reservoir electric panel The Service Provider was recommended to upgrade electric panel at ext 5 Bethal reservoir, it was not approved by CFO. To be re-advertised on 2012/13
Cleaning of reservoirs ext 15 reservoir (floating roof); Abdulum reservoir (old); Charl Calliers Pressure tower	Compliance to SANS 241 Reduction on analysis failure		2 reservoir	1 x reservoir		1 x reservoir	50%	Not done, cost curtailment Charl Calliers pressure tower was drained and cleaned (internal)



Replace valves (isolation & diaphragm valves) x 22 valves	Functional valves		22	16		6	27%	Not complete due to cost curtailment factor
Telemetry system @ Eendracht pressure tower	Determine water level of reservoir		1	0		1	100%	Not done due to cost curtailment
Install bulk meter and valve at Eendracht bulk water pipe (110mm dia)	Determine actual water consumption daily		1	1		0	0%	Bulk meter and isolation valve installed at Eendracht bulk water pipe
Development of Water Safety Plan and Wastewater Risk Abatement Plan	<u>Adoption and implementation of:</u> Water Safety Plan Wastewater Risk Abatement Plan Compliance on Blue & Green Drop requirements		1 x WSP 1 X W ₂ RAP	1 X WSP		1 X W ₂ RAP	50%	Draft Water Safety Plan (done internally) and to be presented to Council for adoption In process (60%) to draft W ₂ RAP (done internally)



Purchase new pumps/motors - Joel Street booster PS x 1, Thistle grove booster PS x 2 pumps, ext 22 Secunda booster pump station x 1 pump,	Compliance to AMR		4	6		+2	150%	Two new motors for Bethal Rand reservoir and Thistle Grove booster pump station were purchased Purchased one pump- Cow village, Echo Str. sewer pump stations and Thistle Grove booster Pump station It was deviated due to theft of motors at Bethal Rand reservoir, damaged of pump at EchoStreet sewer pump station and to cut the hiring of pump at Cow village Sewer pump station
Water Demand Management Retrofitting of 780 household at Embalenhle	Control of water losses.		780	780		0	0	Completed



PHYSICAL DEVELOPMENT AND PUBLIC WORKS

MEASURABLE OBJECTIVE	PERFORMANCE MEASURE / SERVICE DELIVERY INDICATORS	PERFORMANCE TARGETS				DEVIATION FROM TARGET		REASON FOR DEVIATION
		2009/10	2010/11	2011/12		Unit	%	
				Target	Actual			
PHYSICAL DEVELOPMENT								
Land Surveyor Fees: Rectifying stand pegs Emzinoni, Emba, Lebohang	Identify stands to be subdivided. Request a quotation from the appointed Land Surveyor. Submission of subdivision application to applicant	0	Subdivide and transfer stands to beneficiaries eMzinoni X9	Subdivisions completed	1500 stands completed		0%	All the projects are completed in terms of Land Surveying
New Land Use Management Scheme (LUMS)	Council approval of new LUMS	LUMS document approved by Council	Implement new LUMS	Develop procedures and investigate electronic application management system for new LUMS	Developed application procedures for all types of applications. GMM is a pilot project for the development of the e-LUMS		0%	No budget approved for the electronic application management system



To control illegal land use by inspection in all towns	Land use Control by serving transgressors with Notices	54,551 Inspections	11,865 Inspections	10,185 inspections	657 Notices 946 Inspections done		0%	Ward Analysis done. Inspections based on Analysis. Zone 4 Town planner position vacant
Finalization of outstanding Township Establishments	Property ownership for the community	0	Stands transferred to beneficiaries Emzinoni extension	Application for Emzinoni Extension 10 is approved by the municipality. Emzinoni extension 11 still in process of finalization.	Projects are in the final stages of finalization (applications submitted to Surveyor General for approval		10%	Insufficient funds, projects continue in 2011/2012. Project has rolled over to the current financial year and outstanding stages is in-process of finalization.
Physical Planning application	Update registers: Received and completed applications	185	239	206	159		0%	Only 159 applications were received. Outstanding applications 42 due outstanding documents
Income from planning applications	Planning Application Fees	R 460,848	R303,700	R368,200	R417,194	+R48,994	0%	Better than target
To have Building Regulation & Building Standards Act enforced	To evaluate and approve building plans	606	733 (approved)	625 (finals)	625 (finals)		0%	



PUBLIC WORKS

MEASURABLE OBJECTIVE	PERFORMANCE MEASURE / SERVICE DELIVERY INDICATORS	PERORMANCE TARGETS				DEVIATION FROM TARGET		REASON FOR DEVIATION
		2009/10	2010/11	2011/12		Unit	%	
				Target	Actual			
To maintain paved roads	To patch and renovate paved roads	18379.72 m²	24 447.98m²	18 000m²	7992.85m²	10 007m²	56% below	Due to cost curtailment
To maintain gravel roads	To grade an re-gravel gravel roads	452km	401km	450km	312km	138km	31% below	This is caused by the dilapidated pieces of equipment
To ensure that storm water systems are maintained	Maintenance of Storm water System	Channels : 2140m Pipes : 19240 Catchpits : 1056	Channels: 25017.80m Pipes: 6535.80m Catchpits: 7714	Channels: 15000m Pipes: 20000 Catchpits: 1000	Channels: 27 659m Pipes: 29 739m Catchpits: 1275	Channels: -12 659m Pipes: -9 739m Catchpits: 275	62% above	Achieved more than the target
To ensure that paved roads are constructed	Construction of new paved roads							



BUILDING CONTROL AND OTHER INCOME

MEASURABLE OBJECTIVE	PERFORMANCE MEASURE / SERVICE DELIVERY INDICATORS	PERORMANCE TARGETS				DEVIATION FROM TARGET		REASON FOR DEVIATION
		2009/10	2010/11	2011/12		Unit	%	
				Target	Actual			
To generate income from building activities and application fees	Building Plan fees	R689,412.55	R1,195,147.26	R1,300,000.00	R1,283,929.00	R16,071	1%	Income calculated until end May 2011. June figures not included.
To generate income from building activities and application fees	To collect outdoor advertising fees	R60,649.00	R144,800.27	R171,000.00	R158,424.00	R12,576.00	7%	Income calculated until end May 2011. June figures not included.
To generate income from building activities and application fees	To collect income from incidental	R39,332.00	3,861.16	R100,000.00	R111,045.00	+R11,045	0%	Better than Budget

BUILDING MAINTENANCE

To maintain Council buildings	To perform repair works on Council buildings	54	56	55	57	2	3.7% above	Achieved more than target
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SECTION 5

ENVIRONMENTAL AFFAIRS & TOURISM DEPARTMENT



LIBRARIES & INFORMATION SERVICES SECTION

MEASURABLE OBJECTIVE	PERFORMANCE MEASURE / SERVICE DELIVERY INDICATORS	PERFORMANCE TARGETS				DEVIATION FROM TARGET		REASON FOR DEVIATION
		2008/2009	2009/2010	2010/2011 Target	2011/2012 Actual	Unit	%	
To provide Information Services	Membership of 11 libraries captured on database	15 000	10,384	32,990	10,313	22,677	68.7%	With new computerized library system it is possible to get a more truthful reflection of the actual number of active library members. The memberships of non – active members who have not renewed their membership have been cancelled and their deposits forfeited which resulted in the low membership figure above. This includes people who resigned because they relocated to other towns outside Govan Mbeki Municipal boundaries.
To increase the use of Library Material	Library material internally used in the 11 libraries of GMM	439 304	463,567	575,000	489,250	89,760	10.6%	The process of making new books available to the libraries by Mpumalanga Provincial Library and Information Services is very slow. To build up an up – to – date stock will take some time as there is a huge backlog to catch up. There was no book selection for 2010/2011. Book selection only resumes 2012.
	Library material borrowed in the 11 libraries of GMM	378 460	215,310	380,000	238,493	121,102	25.2%	Lebohang library was closed for the first half of the 2010/2011.
To provide Library Resources	Library material in different formats made available to end-users in the 11 libraries of GMM	245 000	248,359	251,817	251,817	0	0%	



ENVIRONMENTAL AFFAIRS & PARKS

MEASURABLE OBJECTIVE	PERFORMANCE MEASURE / SERVICE DELIVERY INDICATORS	PERFORMANCE TARGETS				DEVIATION FROM TARGET		REASON FOR DEVIATION
		2009/2010	2010/2011	2011/2012		Unit	%	
				Target	Actual			
To fence off cemeteries	Permanent fencing erected	539 meters	3	5	4	1	10%	
To develop horticulture	New flower beds created	0	1	3	2	3	10%	Budgetary constrains
To assist with environmental awareness	Events arranged	0	0	1	0	1	0%	
	Events attended/assisted	3	3	2	0	2	100%	Cost curtailment
To develop cemeteries	Graves provided and cemeteries maintained	3321	2351	2599	620	0	0%	
	Upgraded cemeteries (roads)	0	0	1	1	0	0%	
To maintain a clean and healthy environment	Adhered to grass cutting schedule	3	2	4 (cycles per annum)	4	0	0%	Cycles were not implemented in all areas due to shortage of machinery and personnel



MEASURABLE OBJECTIVE	PERFORMANCE MEASURE / SERVICE DELIVERY INDICATORS	PERFORMANCE TARGETS				DEVIATION FROM TARGET		REASON FOR DEVIATION
		2009/2010	2010/2011	2011/2012		Unit	%	
				Target	Actual			
To develop and maintain sports facilities	Upgraded existing sports facilities	1	1	2	2	1	0	
To develop regional parks	Used funds available for regional park development	0	0	2	0	2	100%	Designs for the Parks are still at developmental stage.



FACILITIES

MEASURABLE OBJECTIVE	PERFORMANCE MEASURE / SERVICE DELIVERY INDICATORS	PERFORMANCE TARGETS				DEVIATION FROM TARGET		REASON FOR DEVIATION
		2009/2010	2010/2011	2011/2012		Unit	%	
				Target	Actual			
To market facilities	Marketing brochures of facilities distributed	500	500	500	250	250	0%	Less brochures printed due to cost curtailment
To improve income	Increase income July 2011– June 2012	R681 602	R1,320,189	R1,541,036	R1,200,000	498,541	41,5%	Generate more income than budgeted for
Members : Pat Njokwane Golf Club	To canvas new members for Pat Njokwane Golf Club	0	0	150	150	56	37,3%	Club members joined other golf clubs



TOURISM

MEASURABLE OBJECTIVE	PERFOMANCE MEASURE/SERVICE DELIVERY INDICATOR	PERFORMANCE TARGETS				DEVIATION FROM TARGET		REASON FOR DEVIATION
		2009/10	2010/11	2011/12		UNIT	%	
				TARGET	ACTUAL			
To market tourism in the region	Exhibitions held	6	6	6	6	0	0%	
	Brochures printed and distributed	5000	5000	5000	5000	0	0%	
	Participated in national exhibition events	2	2	2	2	0	0%	
To promote local tours	Visits organized for learners	1000	1000	1000	1000	0	0%	
To promoted Bethal Museum	Visits organized for learners	500	500	500	500	0	0%	
To enhance communication between stakeholders	Meetings arranged with MTPA and other stakeholders	10	10	10	8	2	20%	



THEATRE, CULTURE & RECREATION

MEASURABLE OBJECTIVE	PERFORMANCE MEASURE / SERVICE DELIVERY INDICATORS	PERFORMANCE TARGETS				DEVIATION FROM TARGET		REASON FOR DEVIATION
		2008/09	2010/11	2011/2012		Unit	%	
				Target	Actual			
To organize arts and cultural events and productions	Productions and events held	24	38	15	22	0		
To enhance Sports & Recreation Development	Hosted and assisted with various development events	5	7	6	21	0		



TRANSVERSAL UNIT

MEASURABLE OBJECTIVE	PERFORMANCE MEASURE / SERVICE DELIVERY INDICATORS	PERFORMANCE TARGETS				DEVIATION FROM TARGET		REASON FOR DEVIATION
		2009/10	2010/2011	2011/2012		Unit	%	
				Target	Actual			
To provide support and assistance to Senior Citizens	Hosted Senior Citizens Events	2	2	0	0		0%	
	Hosted the GSDM/GMM Youth Consultative Meeting.	0	0	1	1		0%	
	Attended and participated at the GSDM Youth Summit.	0	0	1	1		0%	
	Attended the NYDA National Youth Convention.	0	0	1	1		0%	
	Attended eMzinoni/Sesifikile Learners Awards.	0	0	1	1		0%	
	Hosted the Youth Information Sharing Session with Gert Sibande FET College.	0	0	1	1		0%	



To advocate for Youth Development Matters. To participate in other Stakeholders' Youth Development programmes	Participated in the EPWP (National Youth Service) recruitment drive.	0	0	1	1		0%	
	Attended the NYDA Global Youth Entrepreneurship Week.	0	0	2	2		0%	
	GMM Youth Consultative Meetings held.	0	0	1	1		0%	
	Hosted the GMM Youth Summit.	0	0	4	4		0%	
	Attended the Premier's Service and Youth Excellency Awards 2011.	0	0	1	1		0%	
	Conducted Job Preparedness and Life-Skills Workshops.	0	0	2	2		0%	
	Attended the Children's Rights Keep Kids Alive programme.	0	0	1	1		0%	
	Conducted a clean-up drive project at Bellina Stimulation Centre for Children with Disabilities as part of the Nelson Mandela Day 67 minutes initiative.	0	0	1	1		0%	

To create child friendly communities. To advocate and coordinate awareness programmes for children.	Hosted a Christmas Party for Orphaned Children.	0	0	1	1		0%	
	Hosted GMM Back to School Campaign.	1	1	1	1		0%	



	Attended the Child Protection Week March and Awareness Campaign.	0	0	2	2		0%	
To promote and advance programmes of People with Disabilities through meetings and interactions with other stakeholders. To advocate for women emancipation programmes.	Established Interim Structures of People with Disabilities.	0	0	2	2		0%	
	Attended the Provincial Summit for the Deaf.	0	0	1	1		0%	
	Attended the District Disability Stakeholder Forum Meetings.	0	0	2	2		0%	
	Attended the Sports Day for People with Disabilities.	0	0	1	1		0%	
	Hosted the GMM Women In Dialogue.	0	0	1	1		0%	



SECTION 6

**DEPARTMENT
PUBLIC SAFETY**

STRATEGIC OBJECTIVE 1: TO PROVIDE, IMPROVE AND SUSTAIN INFRASTRUCTURE SERVICES				
MEASURABLE	PERFORMANCE	PERFORMANCE TARGETS	DEVIATION FROM TARGET	REASON FOR DEVIATION



OBJECTIVES	MEASURE	2009/10	2010/11	2011/12		UNIT	%	
				TARGET	ACTUAL			
To render fire, rescue, disaster management and related communication service	Number of fire and rescue incidents attended	971	525	Depending on the number of incidents reported	544	0	0	
	Number of fire apparatus serviced	92	359	Depending on the no of apparatus that needed service	530	0	0	
	Number of emergency complaints received	971	836	Depending on the number of incidents reported	764	0	0	
	Number of disaster related incidents attended	3	3	Depending on the no of incidents reported	0	0	0	
	No. of Inspections	90	75	Depending on the needs	154	0	0	
	No. of internal Investigations	33	3	Depending on the incidents reports	13	0	0	

MEASURABLE OBJECTIVES	PERFORMANCE MEASURE	PERFORMANCE TARGETS				DEVIATION FROM TARGET		REASON FOR DEVIATION
		2009/10	2010/11	2011/12		UNIT	%	
				TARGET	ACTUAL			

To render a registration and Licensing office	No. of dealer stock inspections conducted	50	12	Depending on the number of inspection conducted	21	0	0	
	No. of applicants tested for learners.	9172	11151	Depending of applications received.	10853	0	0	
	No. of applicants tested for drivers license	17054	11528	Depending of applications received.	8987	0	0	
	No. of if driver's license renewed	22994	16573	Depending of applications received.	16304	0	0	
	No. of vehicles tested for roadworthy	1620	733	Depending of applications received.	352	0	0	
	No. of vehicles registered and licensed	164582	222163	Depending of applications received.	162033	0	0	



MEASURABLE OBJECTIVES	PERFORMANCE MEASURE	PERFORMANCE TARGETS				DEVIATION FROM TARGET		REASON FOR DEVIATION
		2009/10	2010/11	2011/12		UNIT	%	
				TARGET	ACTUAL			
To render a traffic and road safety service	No. of cases reported and captured	34900	55652	Depending on the number of transgressions identified	90457	0	0	
	No. of transport forums meetings held	6	2	12	12	0	0	
	No of vehicles inspected	53000	26916	5000	41401	36401	728.02	Embarked on a Law enforcement special project hence the deviation on vehicles inspected.
	No of vehicles discontinued	520	14	600	24	576	96	Few unroadworthy were found on our roads
	No of warrants of arrest executed	349	1407	2500	2800	300	12	Embarked on a Law enforcement special project hence the deviation on warrant of arrest executed



**STRATEGIC OBJECTIVE 2:
TO PROMOTE SOCIO-ECONOMIC DEVELOPMENT IN RURAL AND URBAN AREAS**

MEASURABLE OBJECTIVES	PERFORMAN CE MEASURE	PERFORMANCE TARGET				DEVIATION FROM TARGET		REASON FOR DEVIATION
		2009/10	2010/11	2011/12		UNIT	%	
				TARGET	ACTUAL			
To render public safety awareness campaigns to the community	No of campaigns held	8	0	4	9	5	125	There were collaborations with other government departments
To render social crime prevention services	No of social crime prevention campaigns	8	9	4	9	5	125	There were collaborations with other government departments
	No of community forum meetings held	9	8	12	6	6	50	Stakeholders could not attend scheduled meetings
To address unemployment through expanded public works program	No of employees appointed	40	15	30	0	30	100	Employment could not be done in the financial year

STRATEGIC OBJECTIVE 5: TO IMPROVE AND SUSTAIN FINANCIAL MANAGEMENT



MEASURABLE OBJECTIVES	PERFORMANCE MEASURE	PERFORMANCE TARGET				DEVIATION FROM TARGET		REASON FOR DEVIATION
		2009/10	2010/2011	2011/12		UNIT	%	
				TARGET	ACTUAL			
To improve revenue performance	Revenue for traffic fines collected	R3.8 m	R5171.524 m	R3.5m	R7 497 856	R 3 997 856	114.22	Collection strategies were improved
	Revenue collected for licenses	R 18,232 423 m	R46 980 538. 85	R17.5 m	R47 171 387.67	R29 671 387.67	169.55	More vehicles were registered.
To generate income for the municipality	Collect fees for rendering the following services: Marathons Funeral escorts Damage traffic signs Abnormal loads Fire call out	R15. 000	R33810	R128 000	R52 690	R75 310	58.84	There were few services rendered with regard to the objective



MEASURABLE OBJECTIVES	PERFORMANCE MEASURE	PERFORMANCE TARGETS				DEVIATION FROM TARGET		REASON FOR DEVIATION
		2009/10	2010/11	2011/12		UNIT	%	
				TARGET	ACTUAL			
To render mechanical service for Council Fleet and equipments	No. of vehicles repaired	898	885	Depending on the needs	675	0	0	
	Number of vehicles restored	0	0	Depending on the needs	0	0	0	
	No. of vehicles serviced	228	154	291	173	118	40.55	Sum of the vehicles were auctioned during the financial year
	No of tyres repaired	966	1127	Depending on the damages reported	1000	0	0	
	No of tyres replaced	283	290	Depending on the needs	273	0	0	



SECTION 7

DEPARTMENT HEALTH AND COMMUNITY SERVICES



SOLID WASTE MANAGEMENT

MEASURABLE OBJECTIVE	PERFORMANCE MEASURE / SERVICE DELIVERY INDICATORS	PERFORMANCE TARGETS				DEVIATION FROM TARGET		REASON FOR DEVIATION
		2009/10	2010/11	2011/12		Unit	%	
				Target	Actual			
Render refuse removal/ cleansing services	Remove refuse according to schedule	61318 propertie s	69 169	69169 properties	58794 properties	1037 5	15%	Unreliable fleet on refuse removal.
	Improve the supply of refuse receptacles	170	165	60 x 240l bins	30 x 240l	30	50%	Insufficient budget.
				50 x 1100l bins	30 x 1100l	20	40%	
Waste Minimization	Establishment & Sustainability of waste forums	4	12	15 waste forums & 1 recyclers forum	10 waste forums	5	45%	Non- participatory of community members.
					1 recyclers forum	0	0%	
	Conducting the Cleanest Ward Competition	0	0	Not participating	0	0	0%	Not participating due to budget constraints
	To win the provincial & national Cleanest Town Competition	0	0	Not participating	0	0	0%	Not participating due to budget constraints
	Establishment of a buy back centre in Embalenhle	0	0	1	0	1	100%	Delays on approval of plans and transfer of land.
Waste disposal	Fencing of Secunda landfill site	0	0	1	1	0	0	



THUSONG SERVICE CENTRE

MEASURABLE OBJECTIVE	PERFORMANCE MEASURE / SERVICE DELIVERY INDICATORS	PERFORMANCE TARGETS				DEVIATION FROM TARGET		REASON FOR DEVIATION
		2009/10	2010/11	Target	Actual	Unit	%	
To renovate and upgrade three Thusong Service Centers	EMzinoni – Specifications finalized and consultants appointed to renovate identified offices.	1	1	1	0	1	100%	Top up funding, The centre fully budgeted this financial year 2012/13.
Signing of Service Level Agreement with Sector Departments.	Drafting of uniform Service Level Agreement by Province.	0	0	1	0	1	100%	Comments on the draft SLA from sector department pending.



MUNICIPAL HEALTH SERVICES								
MEASURABLE OBJECTIVE	PERFORMANCE MEASURE / SERVICE DELIVERY INDICATORS	PERFORMANCE TARGETS				DEVIATION FROM TARGET		REASON FOR DEVIATION
		2009/10	2010/11	2011/12		Unit	%	
				Target	Actual			
Air Quality Management	Attend Air Quality Officers Forum Meeting with agents	39	34	96	73	23	23%	Shortage of specialized personnel.
	Authorities Air Quality Meeting	12	12	12	24	0		
	Compliance Inspection	17	24	24	48	7	14%	Prohibitions
Vector Control	AEL Spraying, Fumigation	3	8	All reported complaints	11	0	0%	
		76	68		144			
Injuries on duty	Injuries on duty reported and processed.	62	56	All injuries reported	60	0	0%	
Send employees for medical examination	Employees from Water and Sewer, Public Safety and Clinics sent for medical testing.	85	53	All employees	87	0	0%	
Monitoring of external contractors on GMM projects. Health Promotion	Contractor sites visited.	126	88	All contractors appointed	159	0	0%	
	Meetings attended.	88	54	All meetings arranged	142	2	0%	
	Health Talks	34	28		62	0	0%	



HOUSING SERVICES

MEASURABLE OBJECTIVE	PERFORMANCE MEASURE / SERVICE DELIVERY INDICATORS	PERFORMANCE TARGETS				DEVIATION FROM TARGET		REASON FOR DEVIATION
		2009/10	2010/11	Target	Actual	Unit	%	
To manage transversal waiting list for the municipality.	Total number of potential beneficiaries captured for housing need.	129	129	Current 58 000, Ongoing study on housing need		0	0	
To facilitate development of PHP Houses	Number of houses allocated from the province to the municipality	150	150	150	77	73	48%	Slow delivery of houses by contractors/ late payment by Province.
To facilitate and finalize all developer-driven projects (Project-linked subsidies)	Identification and approval of potential beneficiaries for project-linked subsidies	555	325	208	208	0	0%	Slow delivery of houses by contractors/ late payment by Province.
To facilitate hostel redevelopment programme in Bethal	Identification and appointment of consultants by the Province	174	174	176 units	32 units	144	80%	Residents unwillingness to be relocated to Ext. 13.



SECTION 8

IDP, LED, MARKETING & COMMUNICATION UNITS



Integrated Development Plan

MEASURABLE OBJECTIVE	PERFORMANCE MEASURE / SERVICE DELIVERY INDICATORS	PERFORMANCE TARGETS				DEVIATION FROM TARGET		REASON FOR DEVIATION
		2009/10	20010/11	2011/12		Unit	%	
				Target	Actual			
To guide integrated planning for council.	To have all departmental plans aligned to the IDP, Budget & SDBIP	8	9	1	1	0	100	
To align planning across the spheres of government.	Participation in the District and Provincial Planning Forums	3	4	4	4	0	100	
To ensure a joint planning and impact with the four mining houses operational within the municipality.	Funding of the SLP/CSI projects within the municipal jurisdiction	5	7	6	8	-2	140	More mining housing with prospecting rights withing Giovan Mbeki Municipality



LOCAL ECONOMIC DEVELOPMENT SERVICES

MEASURABLE OBJECTIVE	PERFOMANCE MEASURE/SERVICE DELIVERY INDICATOR	PERFORMANCE TARGETS				DEVIATION FROM TARGET		REASON FOR DEVIATION
		2009/10	20010/11	2011/12		UNIT	%	
				TARGET	ACTUAL			
To adopt the LED strategy	Strategy document approved and adopted by council	1	-	1	1	0	0%	-
To implement projects and programmes form the LED strategy	Implementation of the following projects as identified and supported by the LED forum: Identification and assessment of economic opportunities in mining, manufacturing and agriculture	0	1	1	1	0	0%	-
	Research study to determine size and scope of local SMME	0	1	1	1	0	0%	-
	Capacity building for SMME	7	15	Ongoing	15	0	0%	-
	Development of a one stop information center for SMME	0	0	1	0	1	100%	Emzinoni municipal offices have been identified as a location for this Centre. The building has to be renovated first before we open the Centre.



To promote development of cooperatives	No of cooperatives registered by CIPRO	7	2	Need dependent	4	0	0%	We facilitate registration of cooperatives only if there is a potential for funding and if the business idea is feasible
To drive the implementation of all social and labour plan projects of all the mining houses	No of projects implemented	5	3	8	3	5	0%	The mines houses are the implementers of the projects, we only provide needed support
To implement the agro-based LED model as adopted by council	Facilitate land applications from commodity groups and emerging farmers and entrepreneurs through the commonage policy	0	0	4	4	0	100%	People identify spaces of land in the townships and submit applications
To coordinate the LED forum	No of meeting	10	0	10	2	8	80%	Poor attendance by stakeholders



MARKETING AND COMMUNICATIONS UNIT

MEASURABLE OBJECTIVE	PERFORMANCE MEASURE / SERVICE DELIVERY INDICATORS	PERFORMANCE TARGETS				DEVIATION FROM TARGET	
		2009/10	2010/11	2011/12		Unit	%
				Target	Actual		
To improve internal and external communication.	Submit media releases to various local media.	45	30	50	50	0	0
	To develop, design and print newsletters	2	3	4	1	3	75
	To place information on notice boards for staff and public.	0	0	Not planned	45	0	0
To market and brand the Govan Mbeki Municipality	Procure branding material popularizing our vision, mission and core values.	3	1	1	1	0	0
	Branded diaries	50	100	70	70	0	0
	Branded Calendars	100	500	400	600	0	0
To communicate messages of service delivery.	Submit articles and broadcast information to media.	40	50	55	55	0	0
To improve existing relationships with the Local Print Media	Regular interaction with local media through media networking sessions.	3	6	1	1	0	0
To promote Inter-governmental Relations	To conduct four (4) Local Communication Forum meetings	4	2	4	2	2	50



SECTION 9

FINANCE



1. OVERVIEW:

The Finance Section is responsible for the following functions:

i) Revenue

The division has the following key performance areas:

- Consumer Debtors
- Credit Control
- Debt Collection
- Indigent Management
- Customer Care

ii) Expenditure

The division has the following key performance areas:

- Creditors
- Payroll
- Assets

iii) Supply Chain Management

- Acquisition
- Demand
- Logistics
- Disposal

iv) Budget & Treasury

- Budget
- Financial Reporting



2. ANALYSIS OF FUNCTION:

a) Consumer Debtors

i) Gross Balances at 30 June 2013

Service Description	30 June 2011	30 June 2012
Water	176,618,974	200,805,939
Electricity	73,474,596	118,945,480
Rates	50,616,762	51,304,212
Refuse	77,660,873	89,167,280
Sewerage	86,956,683	96,533,993
Other	73,760,780	107,766,237
Grand Total	539,088,668	664,523,141

ii) Provision for Impairment

Service Description	30 June 2011	30 June 2012
Water	137,193,340	148,781,737
Electricity	38,695,305	78,055,096
Rates	37,566,589	41,408,316
Refuse	68,031,155	76,780,149
Sewerage	75,207,612	83,166,868
Other	64,328,089	106,861,567
Grand Total	421,022,090	535,053,733



iii) Net Balances

Service Description	30 June 2011	30 June 2012
Water	39,425,634	52,024,202
Electricity	34,779,291	40,890,384
Rates	13,050,193	9,895,896
Refuse	9,629,718	12,387,131
Sewerage	11,749,718	13,367,125
Other	9,432,691	904,670
Grand Total	118,066,578	129,469,408

b) Debtors Age Analysis

Service Description	Debtors Closing Balance on 30 June 2012	Current 0-30 Days outstanding	31 - 60 Days	61 - 90 Days	91 -120 Days	121 + Days	Provision for Bad Debts
Water	52,024,202	47,416,578	4,260,725	3,962,672	4,390,152	140,775,812	(148,781,737)
Electricity	40,890,384	67,788,704	2,511,109	1,830,105	2,107,888	44,707,675	(78,055,097)
Loans/Old Debt	195,045	1,024,114	412,096	393,579	392,082	14,210,934	(16,237,760)
Rates	9,895,896	11,991,076	1,244,198	1,141,472	1,062,368	35,865,098	(41,408,316)
Refuse	12,387,131	8,067,491	1,877,235	1,758,934	1,687,436	75,776,184	(76,780,149)
Sewerage	13,367,125	9,724,651	1,982,944	1,856,769	1,876,277	81,093,352	(83,166,868)
Other	709,625	1,019,142	613,141	320,435	319,089	89,061,624	(90,623,806)
Grand Total	129,469,408	147,031,756	12,901,448	11363966	11,835,292	481,490,679	(611,834,049)



c) Property Rates

	<u>Number</u>	<u>Value</u>
Valuation Roll All:	2,758,616,743	16,902,351,020.00
Business & Commercial	95,648,700	2,498,688,600.00
Rebate	2,499,553,633	1,108,009,330.00
Pensioners	79,499	51,465,000.00

d) Indigents

Total of accounts with debit balances	Value	Number of Household
10 Water	934,555.76	5 126
20 Electricity	152,466.12	3 701
30 Loans	51,891.60	705
40 Rent	-	
50 Rates	-	1
55 Annual Rates	16,354.38	5 742
60 Refuse	97,469.37	6 017
70 Sewerage	207,867.32	6 121
80 Miscellaneous	2,555.76	307
81 Miscellaneous (No Vat)	8,441.72	2 947
Total	1,471,602.03	3 0667



Total of accounts with credit balances:	Value	Number of Household
10 Water	-598,730.79	1 372
20 Electricity	-16,561.83	101
30 Loans	-997.28	4
40 Rent	-	0
50 Rates	-	0
55 Annual Rates	-86,159.32	118
60 Refuse	-37,970.23	51
70 Sewerage	-148,495.98	355
80 Miscellaneous	-	0
81 Miscellaneous (No Vat)	-4,932,731.24	3 471
Total	-5,821,646.67	5 472
Grand Total	-4,350,044.64	36 139

e) External Loans

Appendix A on the Annual Financial Statements



SERVICE DELIVERY IMPLEMENTATION PLAN

2011 – 2012 FINANCIAL YEAR



DEPARTMENT OF FINANCE

Key Departmental Objective (operational objective)	Strategies	Outcome	Service Delivery Indicator	Service Delivery Target or Milestone						Budgeted Amount	Budget amount required	Key factors impacting on achieving objective	Progress Report
				Time Frame	Actual Achievement Per Quarter								
					100%	1 ST (25%)	2 ND (25%)	3 RD (25%)	4 TH (25%)				
Strategic Focus Area 1: To provide, improve and sustain infrastructure and services													
To improve pay-point management and Customer Care	Implement an electronic complaints system	Improved turnaround time on customer complaints	Complaints system in place	30 June 2011		15%	0%	0%	0%	R 200 000	As per the budget	Acquisition of the Integrated Financial System.	Not done due to financial constrains, request for funds sent to Sasol.
To provide a safe and secure environment for cash collection	Installing in new electronic cash devices	Safe & secure and reduction in robberies	Installed cash devices	30 June 2012		0%	25%	25%	100%	R 200 000	As per the budget	None	Cash device system installed in pay points including licensing
Strategic Focus Area 2: To promote socio-economic development in rural and urban areas													
To support and protect the poor and HDIs	Hold indigent and awareness campaigns	Provide financial assistance to qualifying households	No. of households subsidized monthly	30 June 2012		25%	25%	25%	25%	R26million	As per the budget	Limited equitable shares	Report tabled to Council on the progress made.
	Allocate at least 80% of tenders/orders to qualifying local women and youth owned suppliers	Empowered local service providers through SCM	80% of Local suppliers supported	30 June 2012		10%	10%	10%	10%	As the capital budget	None	Knowledge by smme on tendering and reporting system	SCM system to be procured
Strategic Focus Area 3: To enable and speed-up institutional transformation													
To provide efficient systems in order to improve service delivery	Acquire new financial system	Effective financial system	Efficient Financial management system	30 June 2012		0%	0%	0%	0%	R 5 000 000	As per the budget	Revenue performance	The Budget was transferred to maintenance.
	Implement automated meter reading system	To expand municipal revenue base	Distribution losses reduced by 10%	30 June 2012		15%	25%	25%	95%	R 2 000 000	R500 000	Revenue Performance	22 AMR meters installed, will be read from September 2012.
To improve the effectiveness and efficiency of the Supply Chain Management Unit	Centralize acquisition function to finance	Compliance with MFMA regulations and Improved service delivery	Centralized procurement functions	July 2012		15%	0%	25%	100%	Operational	None	Recruitment process	Completed



	Train official to meet competency levels	Efficient and Effective SCM unit	All SCM officials trained	30 June 2012		0%	0%	0%	0%	Operational	None	Recruitment Process	Treasury will be training all SCM committee members
	To train all senior managers of committee system	Effective committee system	Appointment of service providers on time	30 June 2012		0%	0%	0%	0%	Operational	None	Non-attendance by committee members	Same as above
	Acquire a supply chain management system	Fair and equitable procurement processes and improved service delivery	Fully integrated SCM system	30 June 2012		0%	0%	0%	0%	R200 000	None	Favorable Cash flow	Request to Sasol for funding.
	Develop a Supplier Data Base	Ensure equitable distribution of work opportunities	Compliant Supplier Database	30 June 2012		10%	0%	10%	20%	none	none	none	Annual Tender will be issued for all stock items

Strategic Focus Area 4: To strengthen democracy and good governance

To encourage public participation in decision making	Convene one budget meeting per town and public awareness campaigns	Compliance with the MFMA and improved community relations	12 meetings convened	30 June 2012		-	-	-	-	Operational	None	Attendance by stakeholders	Completed
To obtain an unqualified Audit Report and to apply a strategic risk management programme	Review Internal controls	Efficient management of finances	Clean Audit report	30 June 2012		25%	25%	25%	-	Operational	None	Internal processes	Part of the Operation clean audit programme
	Develop an implementation plan to adequately address issues raised in previous year's audit report	Unqualified audit opinion	Implementation plan	30 June 2012		25%	25%	25%	-	Operational	None	Non-compliance by department	Part of the Operation clean audit programme
	Implementation of internal audit recommendations within 30 days	Unqualified audit opinion	Implementation register			0%	0%	0%	-	Operational	None	Non-compliance by department	Part of the Operation clean audit programme
To improve financial planning , accountability and good administration and ensure compliance with reporting regulation	Compile and submit Monthly Financial Reports to MM and NT 7 working days after every month end	Compliance with MFMA requirements and timely decision making	12 monthly report submitted	30 June 2012		25%	25%	-	-	Operational	None	Internal processes	Submitted to Executive Mayor
	Compile and submit Quarterly Financial Reports to Council & NT	Compliance with MFMA requirements and timely decision making	4 quarterly reports submitted	30 June 2012		25%	25%	25%	25%	Operational	None	Internal processes	Completed
	Conduct mid-year performance assessment and prepare adjustment budget	Compliance with MFMA requirements and timely decision making	Approved Adjustment Budget	January 2012		0%	0%	100%	-	Operational	None	Internal processes	Completed, tabled in February 2012
	Compile Annual Financial Statements	Compliance with MFMA requirements and timely decision making	AFS submitted to AG	31 Aug 2012		0%	25%	25	25%	Operational	None	Internal processes	Part of the Operation clean audit programme



	Compile monthly bank reconciliations by 7 th each month	Up to date/ Timely processing of income and expenditure	12 Bank Reconciliation Statements	30 June 2012		25%	25%	25%	25%	Operational	None	Internal processes	Completed
Strategic Focus Area 5: To improve and sustain financial management													
To develop a financial framework to give effect to the IDP and within which council can operate	Develop a budget time table	Provide clear direction for the budget compilation	Approved Budget Time Table	August 2011		100%	0%	0%	-	Operational	None	Internal processes	Completed
	Prepare and table Draft budget to council	Compliance with the provision of the MFMA	Draft budget submitted to council	March 2012		0%	0%	100%	-	Operational	None	Internal processes	Completed
	Prepare and table final budget to council	Compliance with the provision of the MFMA	Approved Budget	May 2012		0%	0%	0%	100%	Operational	None	Internal processes	Completed
	Prepare SDBIP and submit to Executive Mayor	Compliance with the provision of the MFMA	Approved SDBIP	June 2012		0%	0%	0%	100%	Operational	None	Internal processes	Completed
To manage , control, and maintain all assets	Purchase asset management system that will cater for both movable and immovable asset	Proper Asset Management and safe guarding of council assets	Continuous updated Fixed Asset Register	30 June 2012		25%	0%	25%	50%	Operational	None	Internal processes	Completed
	Review insurance policy	Safeguarding of council assets	Up to date insurance policy	30 June 2012		0%	25%	25%	50%	Operational	None	Internal processes	Completed
To manage and monitor the budget and expenditure to improve service delivery	Payment of Creditors 30 days from date of invoice	Service provider satisfaction and improved service delivery	100% of orders issued within 30 days	30 June 2012		10%	10%	10%	20%	Operational	None	Cash flow	Non compliance due cash flow problems
	Review the stock management procedures	Adequate stock levels and Improved service delivery	100% requisitions captured in the financial system and issued within 30 minutes	30 June 2012		10%	10%	10%	20%	Operational	None	Delivery form suppliers	On going
	Review minimum, maximum & re-order levels	Adequate stock levels maintained and Improved service delivery	100% requisitions captured in the financial system and issued within 30 minutes	30 June 2012		10%	10%	10%	20%	Operational	None	Internal processes	Stock Count to done in May 2013
	Monthly payment of salaries and social contributions	Timely honoring of obligations and continued service delivery	100% salary payments	30 June 2012		25%	25%	25	20%	Operational	None	Internal processes	Monthly Report
To improve revenue management to achieve 100% performance	Daily update of Customer database	Accurate customer information and improved customer relations	90% Accurate accounts	30 June 2012		10%	10%	10%	10%	Operational	None	Performance of service provider	Awaiting Data Cleansing
	Monthly Meter Readings	Accurate metered consumptions billed	100% revenue performance	30 June 2012		0%	20%	20%	20%	Operational	None	Quality of data base	Awaiting Data Cleansing
	Meter audits	Appropriate service	Service Level	30 June 2012		0%	0%	0%	0%	Operational	None	Accurate readings	Service provider 

		provider appointed and Improved service delivery	Agreement										appointed
	Accurate and timely monthly billing and issuing of accounts by 20 th of each month	Accurate accounts – Customer satisfaction	Monthly billing on 15th	30 June 2012		10%	0%	25%	25%	Operational	None	Quality of Valuation roll	On going
	Monthly reconciliation of the Valuation roll	Improved revenue and reconciled valuation roll	Service level agreement	30 June 2011		0%	0%	0%	0%	Operational	None		Awaiting Data Cleansing
	Review Property Rates Policy and By-law	Compliance to MPRA	Updated policy and by-law adopted by Council	30 June 2012		0%	0%	0%	100%	Operational	None		Completed
To improve Credit control & Debt collection to achieve 100% collection rate	Implementation of incentive schemes on long outstanding debts	Improved management of outstanding debts and collection processes	Average payment level of 90%	June 2012		20%	25%	25%	25%			Response from debtors	Report To Council



SECTION 10

THE AUDITOR GENERAL'S REPORT & 2010/11 ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2011

AFS ATTACHED SEPARATELY



SECTION 11

CORRECTIVE ACTION TAKEN IN RESPONSE TO ISSUES RAISED IN THE AUDIT REPORT



RESPONSES TO THE AUDIT REPORT ON THE FINANCIAL PERFORMANCE INFORMATION FOR THE YEAR ENDED 30 JUNE 2012

The Auditor General has expressed a qualified Audit Opinion on the Annual Financial Statements for the period ending 30 June 2012. The Auditor General further raised matters of emphasis on certain aspects that require immediate attention of the Municipality.

The following paragraph heading references and numbers coincide with those in the Audit Report:

Basis of qualified opinion

6. Property, Plant and Equipment

The Auditor General indicated that they were unable to confirm valuation of infrastructure assets to the value of R20,888,945 due to assets not being unbundled in terms of GRAP 17, furthermore they could not satisfy themselves as to the value of infrastructure assets value of R1,544,526,283 as disclosed in note 4 of the Financial Statements.

In order to address the concerns raised above, the Municipality will appoint a professional Service Provider to do the following:

- Maintain and update the Asset Register for the period 2012 /2013 to 2014 / 2015 Financial Period and to take responsibility including amongst other Movable Asset Verification, Condition Assessment and Impairments Testing, the production of Appendices B & C to the Annual Financial Statement, Support during Audit Process and Capacity Building of the Municipal Asset Unit.
 - Preparation of Sectoral Infrastructure Asset Management plans in the 2012 / 2013 period and updating thereof in the subsequent financial years. The Professional Service provided mentioned earlier will be on site in February 2013.
 - Preparation of comprehensive municipal infrastructure plan in the 2012/2013 and period and updating thereof in the subsequent financial years
7. The Auditor General was unable to verify existence of buildings, infrastructure assets and community assets amounting to R39,905,073 due to insufficient information. Furthermore the accounting records of the municipality could not permit application of alternative audit process hence to they could not obtain sufficient appropriate audit evidence as to completeness of property, plant and equipment of R2,295,043,128 as disclosed on note 4 of the Financial Statement.

As part of the Terms of Reference and / or Specification of the Service Provider alluded to above, the asset register and the technical assessment will be redone completely. Furthermore on the same breath and to address information required in the face of the assets register and to provide accurate accounting records an Asset Management System will be procured as well.

8. This aspect will also address in terms of the respond to item 6 and 7 above.



9. Provision

The municipality will disclose the prior year period error as required in terms of GRAP 3 as well as the necessary adjustment to correct the provision for the landfill site amount to R127,995,681.

10. Cash-Flow

The cash-flow statement for period ending 2012 will be re-calculated and figures on the statement will be fully explained and supported by relevant documents and if appropriate a prior period adjustment will be declared.

11. Qualified Opinion

Noted

12. Emphasis of matters

The Auditor General draws the attention of Council to matters below and states that this does not modify the opinion.

13. Material Losses

The Auditor General raised a concern on material losses for water and electricity amounting to R34,5 and R55,1 million.

The Municipality will address this problem through the following projects:

- Implementation of automated electricity meters on all large power users, in fact this project is completed and the first readings are expected by end of January 2013.
- Implementation of Split Metering at Embalenhle and Emzinoni. Two Service Providers are appointed starting in February and March respectively.
- All water meters will be replaced by March / April 2013.
- Data Cleansing have been completed and currently under validation, the financial system will be updated by end of February 2013.
- All own consumption will be metered and accounted appropriately. This project will be completed by end of February 2013.

14. Material Impairments

A Service Provider have been appointed at no cost to conduct a due diligence report on the collectability of outstanding debtors, although a provision of R535,053,733 was made in the financial statements the results of this assessment will determine the value of debtors to be impaired.

Furthermore three Debt Collection Agents have been appointed recently to help with collection.



15. Additional Matters

Furthermore the Auditor General draws the Municipality to the following addition matters with modifying the opinion.

16. Unaudited Supplementary Schedules

The differences occurred as a result of Caseware mapping with the financial system, hence the Supplementary Schedule differed with the Annual Financial Statements. The votes will be mapped accordingly going forward, however no prior period adjustment will be made as these are unaudited.

Report on other legal and regulatory requirements

17. Noted

Predetermined Objectives

18. Noted

19. Noted

20. Noted

21. The following are responses on material findings on predetermined objectives.

Usefulness of information

22. Presentation

A performance management framework and policy have been developed (currently been taken for consultation) and will be presented to Council for approval in March 2013.

23. Consistency

A Performance Management System have been procured and all quarterly assessment of SDBIP are linked to the IDP and assessed accordingly.



24. Consistency

A Performance Management System have been procured and all quarterly assessment of SDBIP are linked to the IDP and assessed accordingly.

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A Performance Management System have been procured and all quarterly assessment of SDBIP are linked to the IDP and assessed accordingly.

26. The implementation of E-perform which is the Municipalities system addresses this issues as contained in the SDBIP, linked to IDP and eventually the annual report.

27. The implementation of E-perform which is the Municipalities system addresses this issues as contained in the SDBIP, linked to IDP and eventually the annual report.

28. Performance of department is assessed quarterly and a report with corrective measure is tabled to Council.

Reliability

29. Validity

The Municipality is implementing E-perform which is an electronic management system for assessing municipal score cards and that of Departments.

30. Accuracy

The Municipality is implementing E-perform which is an electronic management system for assessing municipal score cards and that of Departments.

31. Completeness

The Municipality is implementing E-perform which is an electronic management system for assessing municipal score cards and that of Departments.

32. Additional Matters

Furthermore the Auditor General draws the Municipality to the following addition matters with modifying the opinion.



33. Achievement of planned targets

The implementation of E-perform which is the Municipalities system addresses this issues as contained in the SDBIP, linked to IDP and eventually the annual report.

34. Compliance with laws and regulations

Noted

35. Annual Financial Statement, Performance Report and Annual Report

The Municipality has developed the Audit Turn-Around to address these matters. All matters raised in the management letter have been included in the action plan and assigned to individuals concerned and in addition upon completion will be signed off by Departmental Heads.

Furthermore all vacant positions in Finance Department have been prioritized for filling, currently the position of Deputy CFO and Budget and Treasury Manager have been filled.

36. Asset Management

The Municipality is in the process of procuring an integrated financial system which will include Asset Management. As part of Social Labour Plans, Sasol Mining has made a commitment to fund such a system, however it will be in their next budget.

In the meantime the municipality has re-activated its BAUD Asset Management System to curb this anomaly.

37. The Municipality does have the Asset Register however short comings were identified and will be addressed through appointment of new Service Provider as stated earlier.

Audit Committee

38. The Audit Committee met in December 2012 to approve their Annual Plan and the Internal Audit Charter and has committed to carrying out their responsibility.

39. The Audit Committee met in December 2012 to approve their Annual Plan and the Internal Audit Charter and has committed to carrying out their responsibility.

40. Expenditure Management

The Municipality strives to pay Creditors within the time frames, however Eskom due to prior collection and other associated problems was not paid on time.



41. This relates to interest penalties for Eskom and SARS due to late payment. This cash-flow will be resolved through projects mentioned earlier on no 14.

42 - 44. Internal Audit

The internal Audit unit has since been re-established after resignation of the previous incumbent. At least three people have been appointed and is supported by KPMG.

45 - 64. Procurement and Central Management

During the period under review, Supply Chain Management was decentralized, hence in some instances documentation and processes were not followed to the letter.

Furthermore Supply Chain Management and Expenditure Management was one unit as per the organizational structure.

The two unit / division has since been separated and each is headed by dedicated Managers and Supply Chain has been centralized.

The Municipality will also centralize the secretariat of the Supply Chain Management Committees with the unit to ensure that document management improves as well.

With respect to Specification Committee, the Municipality is considering having one Committee with appropriate skilled personnel.

Furthermore the Municipal Manager has re-shuffled Bid Committees to ensure that appropriate members are appointed.

In order to address these anomalies the unit will be properly staffed after restructuring and at least it will be headed by a person in the level of Senior Manager / Deputy Director.

Lastly contract management will be centralized within Corporate Services to ensure that all Contracts are honoured.

65 - 66. Strategic Planning and Performance

The Municipality did have the Strategic Planning earlier this year to address these matters this resulted in the new IDP and SDBIP with clear deadlines and key performance areas and indicators.

Further these are assessed quarterly and through assessment steps to improve performance are followed.



67. Internal Control

Noted.

68. Leadership

In terms of the Clean Audit Plan, there are deadlines within which reviews of report should take place.

Audit Committees will review the Quarterly report and Annual Financial Statements prior to submission to the Auditor General.

69. Recruitment and appointment of qualified staff is crucial to address this matter. To date the Manager Budget and Treasury and Deputy CFO have been appointed.

70. Financial Performance

The Municipality has also prioritized support staff at lower levels to ensure that proper record keeping is in place, furthermore steps are in place to implement the Document Management System.

71. Financial Performance

The Municipality has also prioritized support staff at lower levels to ensure that proper record keeping is in place, furthermore steps are in place to implement the Document Management System.

72. Two crucial middle management staff are currently recruited, that is the Chief IT co-ordinator and an Chief Accountant: System Administration to address this matter.

73. Governance

The Audit Committee met in December 2012 to approve their Annual Plan and the Internal Audit Charter and has committed to carrying out their responsibility.



SECTION 12

ASSESSMENT OF ARREARS IN RESPECT OF MUNICIPAL TAXES AND SERVICE CHARGES

SUMMARY OF DEBTORS BY CLASSIFICATION

Service Description	Debtors Closing Balance on 30 June 2012	Current 0-30 Days outstanding	31 - 60 Days	61 - 90 Days	91 + Days	121 +	Provision for Debt Impairment
Consumers	125,458,991	80,748,805	10,239,486	9,339,251	441,405,211	-	(416,273,762)
Industrial / Commercial	68,836,749	63,068,120	2,276,828	1,653,555	44,794,047	-	(42,955,801)
National & Provincial Government	2,724,081	2,389,875	201,702	109,549	3,126,874	-	(3,103,919)
Other	129,469,408	824,956	183,434	161,611	3,999,837	128,512,353	(4,212,783)
Grand Total	326,489,229	147,031,756	12,901,450	11,263,966	493,325,969	128,512,353	(466,546,265)



SECTION 13

Assessment of Performance against Objectives for Revenue Collection

APPENDIX E (1)

